

SECRETDD's 72-4049
26 OCT 1972

FEB 12-1040

MEMORANDUM FOR: Deputy Director for Support**SUBJECT : Holiday Pay for Non-Standard Workweek --
Laos Operations Center****REFERENCES : a. Memo for D/Pers fr C/FE dtd 17 Oct 72,
subj: Schedule of Work for Task Force
Type Unit**
**b. Memo for ExDir-Compt fr D/Pers dtd
21 Dec 71, subj: Non-Standard Work
Schedules**

1. This memorandum submits a recommendation for your approval in paragraph 3.

2. In referent a. the Chief, Far East Division has requested approval to pay night-shift personnel of the Laos Operations Center, FE Division, ten hours Holiday Pay when their scheduled ten-hour tour falls on an official holiday. The approved work schedule of the Center authorizes two night-shift teams to rotate on a weekly basis, working ten-hour shifts for seven days, plus ten hours on alternate weekends for a total of 80 hours per pay period.

3. The request is in accord with the pertinent guidelines established for a non-standard workweek in referent b. which provide that: "Employees entitled to Sunday, holiday, or night differential pay would receive such pay, when appropriate, for hours worked not in excess of 12 within a regularly scheduled workday." Therefore, I recommend that you approve the payment of ten hours Holiday Pay to personnel of the Laos Operations Center when their scheduled ten-hour tours fall on an official holiday.

/s/Harry B. Fisher

Harry B. Fisher
Director of Personnel

Atts: 2

The recommendation contained in paragraph 3 is approved:

15/1 Robert S. L...
for Approval For Release 2002/05/07

30 Oct. '72

Approved For Release 2002/05/07 : CIA-RDP83-01004R000200050006

SECRET

E-2 IMPDET CL BY 100216

SECRET

DD/S 72-4049
20 OCT 1972

PERS 72-1040

MEMORANDUM FOR: Deputy Director for Support

**SUBJECT : Holiday Pay for Non-Standard Workweek --
Laos Operations Center**

REFERENCES : a. Memo for D/Pers fr C/FE dtd 17 Oct 72,
subj: Schedule of Work for Task Force
Type Unit

b. Memo for ExDir-Compt fr D/Pers dtd
21 Dec 71, subj: Non-Standard Work
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/s/Harry B. Fisher

Harry B. Fisher
Director of Personnel

Atts: 2

The recommendation contained in paragraph 3 is approved:

15/ Robert S. L...
for Deputy Director for Support

30 Oct. '72

SECRET

IMPDET CL BY 10026

25X1

Approved For Release 2002/05/07 : CIA-RDP83-01004R000200050006-2

Approved For Release 2002/05/07 : CIA-RDP83-01004R000200050006-2

~~SECRET~~

83-72-935

17 OCT 1972

MEMORANDUM FOR: Director of Personnel

SUBJECT: Schedule of Work for Task Force Type Unit

REFERENCE: Memo to Director of Personnel, subject
as above, dated 21 August 1970

1. It is requested that approval be granted to pay night-shift personnel of the Laos Operations Center, FE Division, ten hours Holiday Pay when their scheduled ten-hour tour falls on an official holiday. The approved work schedule of the Center authorizes two night-shift teams to rotate on a weekly basis, working ten-hour shifts for seven days, plus ten hours on alternate weekends for a total of 80 hours per pay period.

25X1A

2. [] specifies that "All work, not exceeding eight hours, authorized and performed on an official holiday during regular duty hours will be considered as holiday work. (Work performed on a holiday before or after regular duty hours is considered overtime work.)..." The night shifts' tour of duty extends from 10:30 PM until 9:00 AM the next day, hence the bulk of each night's tour is outside of the "regular duty hours" apparently intended by this Regulation. Currently such Holiday work is recompensed for only eight hours Holiday Pay and the remainder regular time. Since the extra two hours does not actually represent overtime, it cannot be treated as such as intended by the Regulation. In the interest of equity, it is requested that all ten hours of such shift work be compensated at Holiday Pay rates. 25X1A

[]
Chief, Far East Division

APPROVED:

Director of Personnel
Approved For Release 2002/05/07 : CIA-RDP83-01004R000200050006-2

~~SECRET~~

Date
E2, IMPDET
CL BY 009668

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Approved For Release 2002/05/07 : CIA-RDP83-01004R000200050006-2

Approved For Release 2002/05/07 : CIA-RDP83-01004R000200050006-2

21 August 1970

MEMORANDUM FOR: Director of Personnel

SUBJECT : Schedule of Work for Task Force Type Unit

25X1

25X1

25X1A

1. The functions of the Laos Task Force [redacted] in the Far East Division have been combined in the [redacted] Operations Center [redacted], a 24 hour a day, 7 day a week duty unit designed to support our operations in that critical area. After six months of experience and experimentation in scheduling our personnel to meet our work needs, we have developed the attached staffing pattern, team assignments, and duty schedule.

2. We believe the attached proposal best meets our needs for a flexible organization, with numbers of personnel varied to fit the peak and the low points of the daily and weekly work cycle. Our rationale for each duty section follows:

A. Day Shift Personnel: This is the peak work load time period, and continuity is required for those working during the regular work day and on Saturday mornings. The 0830-1700 duty section follows the normal DDP work schedule. The 0730-1530 and 0900-1700 sections are designated to follow the usual rhythm of our work flow. Each works 7 1/2 hours per day (plus 1/2 hour for meals) for 10 work days each pay period, or 75 hours, plus 5 hours on alternate Saturdays for a total of 80 hours per pay period.


B. Night Duty Officer (NDO) Team: These two people cover the low activity period of each week day. They work 6 2/3 hours per day (plus 1/2 hour for meals) six days per week for a total of 40 hours per week.

C. Teams "A" and "B": These two teams rotate on a weekly basis the early morning production shift (a Sitrep prepared and distributed by opening of business). We need continuity on this shift, while the people on the shift need time off after 10 hour shifts in the middle of the night. Our compromise is to schedule essentially one week on and one week off for the two shifts.

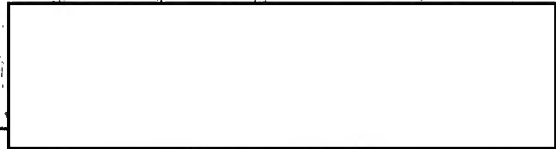
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Each works seven shifts from Tuesday night to Tuesday morning, for 70 hours, plus another 10 hour shift on either Saturday or Sunday (low activity periods) of the following weekend for a total of 80 hours per pay period. This schedule best meets our needs, and is the choice from several options by the people working night shift duty.

3. Your concurrence in the proposed duty schedule outlined in the attachment 25X1A is requested.


Acting Chief, Far East Division

25X1A APPROVED:


Director of Personnel

28 Aug 70
Date

25X1A

Approved For Release 2002/05/07 : CIA-RDP83-01004R000200050006-2

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Approved For Release 2002/05/07 : CIA-RDP83-01004R000200050006-2

DD FORM 11-4876

81 DEC 1971

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Non-Standard Work Schedules

11-6476

1. This memorandum submits a recommendation for your approval. Such recommendation is contained in paragraph 11.
2. The Office of Personnel has completed a series of studies to determine the parameters within which the Agency might accommodate non-standard workweek arrangements which are considered to be operationally advantageous to the missions of the Agency components involved.
3. The studies included reviews of proposals advanced by the Foreign Missile and Space Analysis Center, the Office of ELINT and the Central Reference Service to adjust current 24-hour shifts to non-standard workweeks. Included also was the proposal submitted on 1 September 1971 by the Management Advisory Group for the adoption of three-day workweeks in the Headquarters computer centers.
4. These proposals cited strong benefits which would accrue if non-standard workweek arrangements in exception to current Agency regulations were adopted. Some of these benefits are:
 - a. Continuity of Operations. In the case of FMSAC, the most significant benefit in establishing a basic 12-hour regular work shift is that all members of the working teams can interact with the regular work force in FMSAC for periods up to four hours each of their working shifts. This interaction is deemed critical to establishment of truly competent FMSAC analyses of foreign missile and space activities on a 24-hour-a-day basis. The "normal" three shifts of eight hours each have clearly demonstrated that individuals working the midnight to 8:00 a.m. shift lack contacts and analytic interchanges with the total regular work force of FMSAC, and suffer thereby.
 - b. Manpower Savings. In certain instances savings in total manpower necessary to man 24-hour shifts could be accomplished by the adoption of the two-shift, 12-hour-a-day arrangement. FMSAC, for example, would be able to eliminate at least one slot if such a work schedule were adopted.
 - c. Overtime Savings. In manning a schedule that calls for 24-hour operations six or seven days a week, overtime, particularly within current ceiling limitations, becomes a significant factor. By adjusting workweek schedules to regularly scheduled 12-hour-a-day shifts without overtime, payment for overtime work on Saturdays and Sundays can be considerably reduced or eliminated altogether. For example, under the

GROUP 1
Excluded from automatic
downgrading and
declassification

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proposal forwarded by CRS, four teams working one three-day workweek of 12-hour shifts and a second workweek of three-day, 12-hour shifts plus one eight-hour shift on Sunday could accomplish its mission of total coverage without any overtime within an 80-hour pay period.

d. Increased Productivity. This factor would be especially significant for the Agency's computer centers. Typically, in such centers, a worker may spend up to 45 minutes after his arrival on the job in preparing for his day's work. At the end of his shift he may spend up to 30 minutes preparing to close down for the day. In a five-day workweek this may represent a "loss" of six hours and 15 minutes per employee. In a three-day workweek this loss represents only three hours and 45 minutes.

e. Reduction of Employee Turnover. The adoption of two regularly scheduled 12-hour work shifts in place of the current three regularly scheduled eight-hour work shifts would eliminate the graveyard shift which is a constant source of personnel problems. It is anticipated that the adoption of a non-standard workweek of basically three days plus a fourth eight-hour day would bring about a reduction in employee turnover, would enhance recruitment efforts and would increase the quality of personnel brought on board.

5. The Office of Personnel studies took into consideration the legal and medical aspects of such non-standard work schedules as well as the administrative problems attendant upon accurate reporting and accounting procedures covering hours of work.

6. In terms of the legal aspects, the Office of General Counsel has taken the position that the Agency can establish its own work schedules, but it has strongly urged that we change our Regulations to conform with what we are doing.

7. The Director of Medical Services has stated that while he could not say categorically that such irregular schedules would be harmful, a 12-hour workday would tend to decrease an employee's effectiveness in a situation where power of observation, manual dexterity and physical prowess were involved. The Director of Medical Services said that such arrangements would call for close supervision involving a careful look at productivity.

8. Discussions with the Offices of Computer Services and Finance indicated that any change in the 80-hour period of accountability for pay and leave purposes would pose very real difficulties. At this time it would be next to impossible to handle the computer programming necessary to establish any basic work schedule other than an 80-hour pay period within the time limitation for implementation of the new financial reporting system.

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9. The Office of Personnel studies concluded that it would be feasible to establish non-standard work schedules for 24-hour operations, conforming to the 80-hour accountability period, when such schedules very clearly provide operational benefits to the Agency. The studies also concluded that the Deputy Director for Support is in the best position to review proposals for non-standard workweeks from an Agency viewpoint and to appraise the financial, personnel and medical factors involved.

10. Requests for irregular work schedules for 24-hour shifts would be reviewed on an individual basis prior to submission to the Deputy Director for Support. Each review would determine the appropriate accounting procedures for leave and pay purposes.

It is expected that the following guidelines would prevail in the determination of leave and pay accounting:

a. Employees at the GS-11 and below level would be paid overtime for work in excess of 80 hours in a two-week, 80-hour pay period.

b. Employees GS-12 through GS-14 may receive overtime payments for directed overtime worked in excess of 96 hours in a two-week, 80-hour pay period.

c. Employees entitled to Sunday, holiday or night differential pay would receive such pay, when appropriate, for hours worked not in excess of 12 within a regularly scheduled workday.

d. Annual and sick leave would be charged according to leave taken against the employee's established work schedule.

e. Otherwise the provisions of [] would remain unchanged 25X1A and would pertain to the irregular work schedules.

25X1A 11. It is recommended that the following change to Headquarters Regulation [] Hours of Work, Leave, and Pay, be approved:

"In exceptional circumstances and when advantageous to operations which are staffed on a 24-hour basis, the Deputy Director for Support may approve work schedules which deviate from the above standards as long as the scheduled work hours equal 80 in a two-week, 80-hour pay period. Proposals for such irregular work schedules should be forwarded to the Deputy Director for Support through the Director of Personnel with the concurrence of the Deputy Director concerned. The Deputy Director for Support, when approving non-standard work schedules, shall also prescribe guidelines for accounting for leave, overtime, holiday and Sunday pay, and night differential."

[]

Harry B. Fisher
Director of Personnel

25X1A

SECRET

SUBJECT: Non-Standard Work Schedules

CONCUR:

25X1A

[Redacted Signature]

Lawrence R. Houston
General Counsel

22 DEC 1971

Date

25X1A

[Redacted Signature]

f John W. Coffey
Deputy Director
for Support

23 DEC 71

Date

The recommendation contained in paragraph 11 is approved: *

25X1A

[Redacted Signature]

L. K. White
Executive Director-Comptroller

4 Jan 72
Date

Distribution:

- Orig - Return to D/Pers
- 1 - ER
- 2 - DD/S
- 1 - DD/Pers/P&C
- 1 - OGC
- 1 - D/Finance
- 1 - D/MS
- 1 - Subject file
- 1 - JLO Chrono
- 1 - D/Pers Chrono

* For the indefinite future the Deputy Director for Support will obtain the concurrence of the Executive Director-Comptroller prior to the approval of any such proposal. Until we have had some time to experiment with such schedules, the Executive Director-Comptroller will expect quarterly reports from each component or activity for which an irregular work schedule has been approved.

LKW
LKW

4 JAN 1972

SECRET

DD/5 714896

21 DEC 1971

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Non-Standard Work Schedules

11-6416

1. This memorandum submits a recommendation for your approval. Such recommendation is contained in paragraph 11.

2. The Office of Personnel has completed a series of studies to determine the parameters within which the Agency might accommodate non-standard workweek arrangements which are considered to be operationally advantageous to the missions of the Agency components involved.

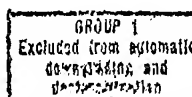
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[]
Harry B. Fisher
Director of Personnel

25X1A

~~SECRET~~

SUBJECT: Non-Standard Work Schedules

CONCUR:

25X1A

[Redacted Signature]

Lawrence R. Houston
General Counsel

22 DEC 71

Date

25X1A

[Redacted Signature]

John W. Coffey
Deputy Director
for Support

23 DEC 71

Date

The recommendation contained in paragraph 11 is approved:*

25X1A

[Redacted Signature]

L. K. White
Executive Director-Comptroller

4 Jan 72
Date

Distribution:

Orig - Return to D/Pers

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[Redacted Signature]

LKW

4 JAN 1972

SECRET

25X1

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☐ UNCLASSIFIED

☒ INTERNAL

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☐ CONFIDENTIAL

☐ SECRET

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Director of Personnel
5 E 56 HQ

EXTENSION

NO

DD/S 72-2884

DATE

21 JUL 1972 STATINTL

TO: (Officer designation, room number, and building)

DATE

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Acting Deputy Director for
Support 7D18 HQ

RECEIVED

FORWARDED

[Signature]

Attached at Tabs A, B and C are reports from CRS, FMSAC and OEL concerning their nonstandard work schedules. We were asked by ExO/DDS to forward them to you in a group after all the reports were received. OSP also has a nonstandard work schedule for a group of employees but their program was just implemented about 5 July 1972. Obviously they have not had enough experience to submit a meaningful report. They will forward a report to me for the quarter ending 30 September 1972.

2. *[Signature]*

NOTED BY
DD/S 9 Aug 72

[Signature]

3. *[Signature]*

24 AUG 1972

[Signature]

4.

5. *[Signature]*

6.

7.

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STATINTL

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15.

In short, the program appears to be a success at this time. CRS has been able to reduce its over-time expenditures dramatically. Their operators would like to have more Sundays free, though, and the component is studying ways to accomplish this for its employees. In FMSAC, a plus factor has been greater interplay among the divisions but I gather that they have not yet achieved the increased operational efficiency anticipated.

At OEL's ☐ mission objectives have apparently been improved by the new schedule. In addition, there are better working relationships between US Government and contractor personnel.

[Signature]